



ELMO's Ultimate Guide to HR Software for the Aged Care Sector in Australia

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Introduction

Australia's aged care sector plays a critical role in our society, responsible for the care and wellbeing of older Australians. There are more than 3000 aged care providers in Australia delivering care through nearly 9000 services,¹ comprising residential care, home care, flexible care and Commonwealth Home Support Program services.

In recent years, the sector has confronted many challenges and is undergoing a period of transformation. Australia's ageing population is a major factor in that transformation. In the decade to 2017, there was a 17% increase in the number of older Australians living in residential aged care (RAC) and an 85% increase in the number using in-home

care.² Significantly, by 2050 an estimated 3.5 million Australians are expected to access aged care services, such as RAC, each year.³

An ageing population puts strain on services to continually deliver top-quality care. Doing more with less has become symptomatic of the sector.

Additional pressure on the sector has come via the Royal Commission into Aged Care Quality and Safety, which was launched in 2018. In response to the outcomes of the Royal Commission, providers have been placed under a compliance microscope and are adjusting to a new regulatory environment and changes to funding models.

COVID-19 further complicated matters and accelerated drivers for change. Providers are under enormous strain to protect and sustain the health and wellbeing of vulnerable residents within a complex operating environment. This has led to an increased focus on quality of care, safety, communication and technology.

With so much to contend with, many providers are considering adopting technology to alleviate some of the operational pressures such as managing a fluctuating workforce, attracting and retaining top talent, staff learning and development, and meeting compliance requirements. Smart providers will see the adoption of technology as an opportunity to gain a competitive advantage. **E**

1. Aged care, Australian Institute of Health and Welfare, 2019 2. "Transforming the aged care experience: Enhancing personalisation, transparency and family engagement through technology", PwC, 2020
3. "Reforming Australia's aged care system: are we there yet?", Parliament of Australia

Leveraging cloud-based technology to enhance organisational outcomes

The use of cloud-based technology in all facets of business has introduced efficiencies, increased productivity and garnered deeper data insights for business leaders, and the HR function is no exception.

The manual, labour-intensive tasks traditionally undertaken by HR in areas such as recruitment, onboarding, learning, performance management and payroll are increasingly being automated.

If you're keen to address the aged-care specific strategic and operational challenges referred to on the previous page and in the pages that follow – to shift from reactive to proactive – it's time to get these fundamentals right. 

Our ebook will cover:

- » Tips on what HR and payroll automation can do for your organisation
- » Key decisions you'll need to make
- » How to build a business case





What is your pain point?

Before embarking on your journey towards automated HR and payroll processes, it's important to recognise your pain points. Aged care providers have unique needs, but there are some common themes.

We outline these pain points over the following pages.

Pain point 1: An ageing population – and a workforce in demand

The ageing population is one of the biggest challenges facing the aged care sector. Over 200,000 people enter aged care every year,⁴ and the number of Australians aged 65 and over will more than double in the next 40 years.⁵ In 2017-18 alone, more than 1.2 million Australians received aged care.⁶

The increasing number of Australians requiring specialised services and quality care is putting pressure on the industry to do more with less. In fact, it’s been predicted that the workforce will need to grow by 167% by 2050 to meet the demand.⁴

To keep up with the changing demographic in Australia, providers and facilities must hire more staff and volunteers. The urgency for more workers is reflected in [ELMO’s 2021 HR Industry Benchmark Report](#), which is based on a 2020 survey of 1800 HR professionals in Australia and New Zealand. The report revealed that recruitment was the HR activity within the aged care sector* that had the most budget allocated to it, according 76% of respondents. However, most respondents (40%) said they do not use any metrics to assess their recruitment activities. This task is instead tracked manually via spreadsheets and the like.

Our recommendation

Completing recruitment activities manually on paper or via spreadsheets inhibits providers from achieving desired outcomes. A smarter option is to use sophisticated recruitment technology that automates and digitises processes.

[ELMO Recruitment](#) and applicant tracking system (ATS) helps to streamline the hiring process and provide a seamless candidate experience. Better yet, it integrates with other ELMO solutions such as [ELMO Onboarding](#), so that consistency, accuracy and professionalism is not compromised.

With the help of technology, aged care providers can reduce the time-to-hire and cost-per-hire, meaning they can quickly address skills gaps to build organisational capability and address industry demands.

ELMO Recruitment: Key functionality

- End-to-end automated recruitment process from job requisition to job acceptance
- Ability to post to external job boards and internal career portals, pre-set posting rules, and track costs
- Create a careers webpage, customisable with corporate branding
- Ability to create talent pools by

- integration with external job boards and social media
- Ability to match job criteria to candidates, and rank candidates
- Streamlined requisition workflows and authorisations, configurable to each organisation
- Offer approval and contract generation processes
- Email and/or SMS notifications
- Interview scheduling and guides

* The findings are in relation to the “Health Care and Social Assistance” category under which Aged Care falls, according to Australian and New Zealand Standard Industrial Classification (ANZSIC) codes **4**. “Australia’s residential aged care facilities are getting bigger and less home-like”, The Conversation, 24 September 2018 **5**. State of the Australian Aged Care Sector, Donald Cant Watts Corke, 2019 **6**. Aged care, Australian Institute of Health and Welfare, 2019

Pain point 2: Competition for skilled workers

An ageing population means there is more illness and chronic disease, which requires aged care providers to offer specialised treatment and top-quality care. This is not possible without highly skilled and trained staff. However, with a workforce under strain from rising demands, workers may feel overworked and undervalued. Coupled with the negative impact of COVID-19 on employee health and wellbeing, providers and facilities may find it difficult to hold onto top performers.

ELMO’s report found that the key recruitment challenge for aged care was competition for talent, according to more than one in two (55%) respondents. In order to attract and retain skilled workers, aged care providers must motivate and empower a weary workforce. To do this, employers must offer employees opportunities for professional development, such as learning and development, and be sure to recognise hard work.

Our recommendation

To attract and retain skilled workers in an increasingly competitive sector, organisations should enhance their learning and development offerings. [ELMO Learning Management](#) assists HR teams with managing organisational learning and development initiatives. With access to more than 400 online courses and the option to customise and repurpose eLearning courses to meet business objectives, organisations can improve employee engagement and satisfaction. eLearning is commonly used for compliance-related training, which is particularly useful for an increasingly compliance-driven sector like aged care.

Coupled with attractive learning and development opportunities should be a sophisticated performance management process. [ELMO Performance Management](#) improves employee productivity and engagement through continuous feedback. It enables organisations to align individual and team goals with organisational strategies. It also streamlines the employee appraisal process by offering a range of pre-built goals and development objectives.

ELMO Learning Management: Key functionality

- Coordinate personalised learning plans, eLearning courses and instructor-led training (ILT)
- Generate policy acknowledgements, assessments and surveys
- Empower employees to track their own progress
- Provide self-directed learning with access to eLearning courses
- Utilise configurable enrolment rules
- Design and assign continual professional development (CPD) plans
- Generate direct and indirect reports, keep track of employee learning needs, course completion rates and compliance requirements

ELMO Performance Management: Key functionality

- Tailor performance appraisals and provide access to pre-built goals, development objectives and a behavioural competency library
- Ability to obtain a holistic view of performance with 360° reviews
- Manager team view with access to appraisal status and ability to collaborate with export and print functions
- Ability to incorporate appraisal cycle periods and implement more effective stakeholder management with automated signoffs and approvals

Pain point 3: Manual processes

Manual processes are cumbersome and a drain on HR department resources. ELMO’s report found that the most time-consuming area for HR is general admin work, according to 65% of respondents within the aged care sector. In addition, 60% of respondents said they use spreadsheets to manage employee data. The absence of an automated system to reduce admin work means that HR personnel have less time to work on important business strategies and workplace initiatives.

Another area where manual processes are inhibiting results is employee engagement. ELMO’s report found that the preferred method for managing employee engagement is through staff surveys. However, the biggest reason why aged care providers don’t measure employee engagement is because they are “too busy to implement” or have “no resources” (according to 29% of respondents). Again, anything that can help reduce this workload should be investigated.

Our recommendation

Digital investment around employee data is a sure-fire way to save time and resources and boost engagement. Therefore, aged care providers should use a technology solution like [ELMO HR Core](#) to centralise all employee data. HR Core’s Employee Self-Service (ESS) and Manager Self-Service (MSS) functionality allows staff to find information from anywhere, on any device, at any time. It enables employees to apply for leave and check their leave balances, and for managers to review absences and identify leave patterns.

What’s more, without adequate resources, an organisation cannot hope to track employee sentiment, which is where technology comes in. [ELMO Survey](#) enables organisations to easily conduct and manage staff surveys throughout all points of the employee lifecycle to gain actionable insights into employees’ attitudes and opinions towards work. Such a tool is invaluable, especially since the industry is in a period of flux and employees are at risk of burn out from rising demands, tighter regulations, and an additional layer of complexity born from COVID-19.

ELMO HR Core: Key functionality

- Centralise people management data and provide self-service tools for employees and managers to review and update their own personal data
- Ability to view org charts, including roles, reporting lines and profile details
- Request and check leave balance
- Plan and forecast future leave
- Check payslips and payment summaries
- Access employee information and utilise team analytics and dashboards

ELMO Survey: Key functionality

- Assess how engaged and motivated your employees are and obtain actionable insight into your employees’ attitudes and opinions towards their work and work environment
- Easily compare results by key demographics such as age, gender, location, division, tenure, and share results with key stakeholders
- Utilise templates from the Survey Library, including benchmark questions for Exit, Onboard and Engagement surveys
- Create summaries and graphs to track trends and ultimately enable informed decision-making
- Incorporate feedback points throughout your HR processes and provide confidence and reassurance through the anonymity feature when working on sensitive HR topics such as diversity and culture

Pain point 4: Leadership development

According to ELMO’s report, the top people-related challenge for the aged care sector is leadership development, according to over one in three (35%) respondents. A different 2020 report⁷ found a lack of quality leadership in residential aged care. The report recommended an investment in education and training to navigate the complex regulatory landscape, as well as better career pathways and succession plans, and a focus on strategic leadership progression to better address the needs and rights of consumers.

Our recommendation

Organisations want motivated and ambitious employees among their ranks – but it is these employees who will not be satisfied if they do not have a clear career pathway mapped out. [ELMO Succession Management](#) is an invaluable way to retain employees, identify flight risks, determine skills gaps of high-potential employees and accelerate the development of skills.

ELMO Succession Management: Key functionality

- Determine role criticality and assess bench strength
- Identify high performers
- Identify flight risks

- Match employees to critical roles
- Compare candidate suitability by skills, performance, potential and aspirations

Pain point 5: Compliance and the Royal Commission

The aged care sector in Australia has been in the spotlight since 2018, following the announcement of a Royal Commission into Aged Care Quality and Safety. On 1 July 2019, [Aged Care Quality Standards](#) were applied to all aged care service providers in Australia (residential care, home care, flexible care and Commonwealth Home Support Program services).

The aim of the Royal Commission was to uncover and reform poor quality care of elderly Australians, thus putting greater emphasis on compliance. This has, in turn, resulted in tighter regulations around how aged care services are managed, and has impacted resources, funding and profit margins.

The Royal Commission made [many recommendations](#), which can be categorised under five ‘pillars’: home care, services and sustainability, quality and safety, workforce, and governance. The federal government responded to the final report, which was tabled on 1 March 2021, by allocating \$17.7 billion to support the implementation or further investigation of 126 of the 148 recommendations.

The recommendations, though bold and wide-ranging, spoke to challenges already facing the sector, such as a demand for skilled staff. A key takeaway was the requirement for providers to develop a skilled aged care workforce through training and career pathways, improved remuneration and comprehensive workforce planning. It was also recommended that providers introduce minimum staffing levels for services to ensure quality care.

7.Aged care leaders need more support, education: report”, Australian Ageing Agenda, 3 September 2020 8.“Opportunities for a new aged care system”, PwC, 2021

Yet, as PwC points out,⁸ while raising staff skill levels and supply is positive, it will no doubt spark competition between providers in relation to attracting and retaining top talent. A ‘war for talent’ will likely ensue. To compete for skilled workers, providers will need to undergo a cultural change to enhance the holistic care of staff, whereby workers are supported, engaged and are able to navigate uncertain times within a safe and diligent environment.

Another key theme amongst the list of recommendations was compliance. Providers will need to sustain compliance in relation to financial, quality and risk management and people and culture to uplift organisational capability.

Technology will be a powerful enabler of the future aged care workforce. Leading providers will utilise technology to support and enable workforce development rather than simply as a means for transactional efficiencies. Providers should take advantage of the range of [new funding opportunities](#) for training to upskill their teams and offer fulfilling career pathways. Digital tools will also enhance providers’ reporting capabilities and governance.

Our recommendation

In order to stay compliant with industry standards of care, aged care providers should aim to optimise their learning & development offerings. [ELMO Course Library](#) offers over 400 eLearning courses covering a range of topics, including compliance, to ensure staff knowledge and skills remain up to date. Employers can also create their own bespoke content via [ELMO Course Builder](#).

ELMO Course Library: Key functionality

- Access over 400 courses covering everything from soft skills to compliance-related training
- Keep up to date with a growing library. New and updated courses are released every month – compliance courses are updated as legislation changes
- State-of-the-art functionality with courses designed by instructional designers, utilising industry best practice approaches to eLearning
- Ability to modify course content, images and branding with course editor functionality
- Quick and easy publishing with detailed response tracking for reporting
- Touch-screen functionality
- Course assessments to ensure learning comprehension, including multiple question types, a variety of question styles and automatic marking

ELMO Course Builder: Key functionality

- Create bespoke online learning content, which can be branded with your organisation’s colours, logos, images and videos
- No coding experience required – use a range of page templates to create interactive online courses after one quick training session
- Use in conjunction with ELMO Learning Management to easily publish course content and roll out courses
- Update content in real-time
- Preview end-user view prior to publishing
- Utilise a range of assessment questions to challenge and engage the learner

What can HR automation do for you?

Aged care providers can significantly benefit from streamlining key HR tasks associated with people management. These tasks often involve data management, document or paper processes, and compliance-related record-keeping.

Consider these notorious time-drainers:

- Screening and hiring candidates
- Posting job descriptions
- Building a career portal
- Onboarding new staff
- Running the payroll function

- Ensuring compliance training is completed
- Getting managers to conduct performance appraisals
- Updating employee records and running reports

Considering the aged care sector’s biggest pain points – workforce expansion and upskilling, competition for skilled workers, and compliance – automating the above processes is a no-brainer.

‘General admin work’ is the area that takes up too much of HR’s time, relative to the value being delivered (see graph on the right).

ELMO’s 2021 HR Industry Benchmark Report

Please select the top three areas that you believe to be taking up too much of HR’s time in your organisation, relative to the value they deliver:





Benefits of automation

The time-saving benefits of automation are the tip of the iceberg. Aged care providers value anything that enhances employee productivity, increases efficiencies and creates cost-savings – and all three of these objectives can be achieved with HR and payroll automation.

Along the way, HR software can help to:

- Reduce errors caused by manual and dual handling of information, and copying of data from multiple sources into spreadsheets
- Enhance data security and integrity by having one 'source of truth' for all employee data stored in the cloud
- Empower employees through self-service functionality to review and update their own personal records including information relating to pay (superannuation, tax file number, bank account details), leave (leave balance, leave requests), performance (review and update KPIs and performance objectives), and learning (self-directed learning)
- Empower managers through self-service functionality by providing access to real-time data, the ability to produce customised reports, and streamlining workflows and approval processes relating to leave requests, learning and performance issues
- Ensure compliance by automating compliance notifications, providing employees with access to regularly updated compliance-related learning solutions, and generating compliance reports
- Gain greater insights into employee engagement, sentiment, productivity and performance with HR analytics



FAQs

Why choose a cloud-based solution?

One study⁹ revealed that 40% of companies globally had already moved their HR applications to the cloud, and one third of those remaining are actively planning their migration. So, why opt for a cloud-based solution?

- Reduces capital outlay and financial risk
- Provides faster deployment and time to value
- Offers timely and efficient upgrades and innovation: With a cloud-based solution, every customer is always on the latest version of the HR application
- Any technical issues are handled by the system vendor, so your solutions always run smoothly, reliably, and cost-effectively
- Delivers anytime, anywhere access
- Scales easily as your organisation grows

Why use an integrated talent management suite?

The “best-of-breed” vs. integrated solution debate is a big one, and although both have benefits, integrated systems lead the way for these reasons.

- A single employee record from which all applications in the product suite pulls information
- Employee data is entered once; the system then automatically populates all applications
- Reporting complexities are reduced by using a common reporting engine across all applications; decisions are also based on data updated in real time
- A single user interface across all applications, which helps to minimise user training and boosts efficiency
- Data is up to date and less prone to error

Key considerations & questions to ask a potential solutions provider

Like any investment, due diligence must be done when it comes to investing in HR and payroll software. Your organisation will have unique circumstances and needs to consider, but there are some foundational areas that every HR professional should investigate before committing.

Key considerations	Questions to ask	
Security How does the solution protect employee data, which can include sensitive personal data and financial data? Cloud-based solutions mean data will be stored online somewhere, so ensuring that it's adequately protected with role-based access controls and at least the option to encrypt data, is critical. <i>ELMO achieved ISO 27001:2013 certification in 2019. ISO certification is an important way to demonstrate our commitment to security at all levels of the business and ensure that security is a core ongoing and evolving aspect of our business operations & services.</i>	• Where will the data be stored? • Who's responsible for protecting it? • What security protocols does the vendor currently employ and what steps can they take to ensure that they are future proofed against cyber criminals? • How many staff from the HR/IT teams will hold an administrator's account?	
Integration Integration with existing software or platforms is a key consideration. Most vendors will offer an open application programming interface (API), which allows you to build your own integrations between systems, provided they both support the API and you've either got some in-house programming talent, or you are prepared to pay a third party to do this	• Can your vendor provide systems that will integrate successfully with the software from an existing system? • Will there be any impact on reporting from using third party integrations? • Will your new system be fully integrated with legacy programs or can you expect any technical or reporting issues from the systems' inability to interface fully?	

Key considerations	Questions to ask	
Mobility Employees and managers need to access data and apps anywhere, any time, on any device. Providing the ability to do that easily and securely on mobile devices means ensuring the solution offers software for both iOS and Android devices at a minimum.	- Was the solution designed to always be delivered in the cloud and with a mobile-first strategy? - Will reporting functions also be mobile-accessible?	What functionality is covered? For example, for a mobile recruitment solution, does it provide the ability for candidates to apply online? Provide status updates on an application? The ability to schedule, cancel and reschedule appointments?
Support There should be reliable multi-channel support from the product vendor as well as an easily accessible resource hub and knowledge centre. An online portal should be available in case you need quick self-service.	- Can the vendor offer fully qualified support to deal with any software, hardware or security concerns? - What sort of turnaround time can you expect in the event of any problems? - What are the support protocols and how experienced are the people dealing with your potential issues?	- What is their after-sales service, both in terms of emergency situations and areas such as systems training and troubleshooting? - Do they have a live chat service, dedicated customer support, engineers on hand and account managers to offer ongoing support?
Price Price might not be everything but it's a key consideration for your CEO and CFO. As an organisation in the aged care sector, you're likely doing more with less, so you'll be keen to get as much bang for your buck as possible. Fortunately, cloud solutions allow for scalable pricing and negate the need to spend heavily on infrastructure.	- Does the vendor charge a flat per-user, per-month fee? If so, how are users classified? Some vendors charge based on a company's total number of employees while others charge for the HR staff who'll use the system (this is most common in applicant tracking or recruiting software). - Are volume discounts offered? Some vendors provide an enterprise rate for customers with more than a specific number of employees or users.	- Is tiered access offered? Some vendors offer tiered features and pricing, so you can start small and add functions as needed. - Are there any hidden subscription costs? - Will there be additional costs relating to data interface development and support – especially if your new HR system will be integrated with and share data with existing business systems? - Will training be offered by the vendor once the new system is implemented or is this an extra cost?
Scalability and customisation The system should be able to scale up as your organisation grows and the demands on your HR team escalate. You may start with HR Core, but as your employee numbers increase, you may require recruitment and onboarding, succession, learning and performance management solutions. The system should also be configurable and customisable to your internal HR processes, workflows and specific needs.	- Can the vendor adapt to your changing needs and scale up as your organisation grows? - Is it an out-of-the-box solution that is ready to go and fully set up once installed? - Alternatively, is it a configurable software-as-a-service (SaaS) solution which can be tweaked or configured to handle additional fields (widgets) and screens?	- Does the solution offer different workflow processes and procedures in addition to what comes with the default settings? - As a customer will you have insight to product roadmaps for future enhancements and developments?

Key considerations	Questions to ask
Reporting & analytics Accurate and timely data is critical in today's data-centric world, not only for the sake of compliance, but also for internal purposes. Regularly reviewing people data, such as staff turnover costs and time to hire, can highlight issues that have held back your organisation, or opportunities where employees could work more effectively. It's also essential for HR professionals to have these insights to speak "the language of business". Today's HR & payroll software should provide some level of reporting to provide these insights.	- Does it have embedded analytics or is data pulled from multiple systems into a data mart – or more often into Excel – to manipulate (meaning data integrity and security may be compromised)? - Are reports standardised and templatised or bespoke (or both)? - Can those analytics be predictive? - Can the management team access reports and data anywhere, any time through easy-to-use analytics tools?
Support There should be reliable multi-channel support from the product vendor as well as an easily accessible resource hub and knowledge centre. An online portal should be available in case you need quick self-service.	- Can the vendor offer fully qualified support to deal with any software, hardware or security concerns? - What sort of turnaround time can you expect in the event of any problems? - What are the support protocols and how experienced are the people dealing with your potential issues? - What is their after-sales service, both in terms of emergency situations and areas such as systems training and troubleshooting? - Do they have a live chat service, dedicated customer support, engineers on hand and account managers to offer ongoing support?

Building your business case

You've put in the hard yards researching the market, tested some of the solutions on offer, reviewed the client testimonials, and you've decided which one suits your needs. Depending on the size and structure of your organisation, all your hard work to date may well be enough for you to go forward and choose your vendor. For other organisations, you may need to prepare the right documentation to convince other decision makers and stakeholders. This section is aimed to help you with this process.

As the term implies, a business case is not simply making a 'HR' case; you need to make a 'business' case which clearly outlines how your proposal will help the organisation achieve its objectives.

Here are some points to consider:

- ✓ What problem(s) are you trying to solve and what impact (e.g. time/cost savings) do you expect this to have on your organisation?
- ✓ Which internal stakeholders do you need buy-in from (e.g. Owner, Finance Manager, IT Manager)?
- ✓ What sort of IT system integration (e.g. payroll) do you need?
- ✓ Will you be adapting your existing process workflows or are you looking to replicate what you already have?
- ✓ Who will be your internal project manager?
- ✓ How will you launch your new system and encourage employee adoption/engagement with it?
- ✓ What are your success metrics post-implementation?



6 elements to include in your business case

Over the following pages, you'll find tips on how to build your business case. This is the ideal time to outline why current HR systems are no longer efficient, and what the benefits are for upgrading.

01

Problem

02

Solution

03

Benefits

04

Approach

05

Risk

06

Return On
Investment (ROI)

Roadblocks

According to [ELMO's 2021 HR Industry Benchmark Report](#), over two-thirds (72%) of HR professionals said their organisation had budget for HR technology implementation or consolidation, yet only 58% said this was a high or medium priority.

Any business case should include timeframes for the project and a summary of the benefits/ROI.



01 Problem

Highlight why the need for a solution has arisen while also emphasising the research you have undertaken into the vendor marketplace. Broadly outline why your chosen solution(s) will resolve the problem.

- What is the problem you are trying to solve?
- Why is what you have in place no longer working?
- Why is this problem important for your organisation? Does it align with current company goals? Will it help the company achieve its vision, mission and/or strategy?

Top Tip

Describe the transactional. Which daily HR processes are:

- Repetitive?
- Labour intensive?
- Inefficient?

Then outline which stakeholders are impacted by these processes.

02 Solution

Go into detail about the solution you are proposing. This is where you sell your solution to the key stakeholders. State all the benefits of your solution and suggest why it is a good investment.

- What is the proposed solution?
- Have you researched all solutions and shown why this is the best option?
- Why are you choosing one solution over the others?

03 Benefits

Outline what the potential benefits will be to the relevant stakeholders. Keep in mind that benefits seen through the eyes of a CIO (who will be interested in the impact on IT resources and long-term IT support) will be different to benefits seen through the eyes of the CFO (who will be focused on ensuring funding and donations are greater than costs). Use a mix of qualitative and quantitative data to build your case.

- How will this make your organisation better?
- Who will this directly and indirectly benefit?

Top Tip

Provide estimates of your:

- Administrative burden (How much time is spent on timesheets and payroll processing? How much time is spent creating reports?)
- Recruitment effort (How much time is spent recruiting and onboarding? What are your external recruitment costs?)

Then outline which stakeholders are impacted by these processes.

04 Approach

Provide a timeline for the stakeholders to see. Depending on how many solutions you are looking at, you may want to include costs, dates and steps for the implementation of each solution.

- What is the strategy for this protect?
- Whose help within your organisation will you need.

Recommended solutions	Dates for implementation	Option 1	Steps for Option 1	Option 2	Steps for Option 2
HR Core					
Recruitment					
Onboarding					
Performance Management					
Succession Management					
Learning Management					
Course Builder					
Course Library					
Video Library					
Remuneration					
Rewards and Recognition					
Payroll					
Rostering / Time & Attendance					
Expenses					
Survey					
Connect					

05 Risk

Are there any risks associated with the solution (e.g. security)? Are there any risks if a solution is not implemented (e.g. manual data entry mistakes or non-compliance penalties)?

- How will this make your organisation better?
- Who will this directly and indirectly benefit?

06 Return on Investment (ROI)

What is your proposed solution going to cost? Ensure you include implementation costs (if any) and other associated costs – and balance this with projected savings in terms of money, time and productivity.

- What value is being added to your company?

Top Tip

To find out the possible time, money and resources your organisation could save by using ELMO's solutions, try our [ROI Calculators](#).

ROI considerations

HR team

- Devolving – not losing control but delegating
- Reduction in manual, iterative tasks
- More strategic HR

Employee

- Employee engagement
- Increased visibility
- Increased self-empowerment
- Quicker responses

Managers

- Increased visibility
- Increased control
- Increased empowerment
- Reduced costs
- Fewer HR transactions
- Increased organisational efficiencies
- Enhanced productivity

Next steps

A final inclusion for a business case should be the next steps to be taken to get the project off and running. Be specific and include as a minimum:

Next steps:

- Determine who to get approval from and what those steps are
 - Determine what the steps are for signing contracts and implementing solutions
 - Determine any technical steps that will need to be followed
- Lay all these points out in an easy-to-read format such as bullet points or another table with steps and dates.

As organisations continue upon their digital journey, it's up to HR to stay one step ahead; however, HR can't shape the workforce of the future if they are themselves relying on manual processes to get work done. HR professionals who have traditionally relied on manual, paper-based processes are re-examining those processes and discovering that automation technology leads to many benefits: enhanced productivity; cost containment; better compliance; more engaging candidate and employee experiences – to name a few.

Don't get left behind! The tools exist, and aged care providers can get ahead of the competition if they start now.

Looking to create your own business case?

Try our [Comprehensive Business Case Template](#).



How ELMO can help

With so many solutions out there, the HR and payroll software landscape can be a minefield, causing confusion for even the most tech-savvy buyer. You're probably asking yourself: "Should I aim for one piece of software that can handle one aspect of HR or payroll management, and another piece of software for another aspect?"; "Should I buy a cloud-based solution or an on-premise solution?"; "How can I streamline my software requirements?".

Organisations in the aged care sector have a responsibility to provide the best quality of care to older Australians. Though this may be trickier in a new regulatory environment resulting from the Royal Commission and accelerated by COVID-19, technology can help to improve processes and achieve better organisational outcomes. Having such processes in place can help save you time and money – so that you can get back to the running of your organisation.

Keen to learn how ELMO has helped aged care providers? Read our customer stories for [Kalyra Communities](#) and [The Co-operative Life](#).

[ELMO Software](#) (ASX:ELO) is a cloud-based solution that helps thousands of organisations across Australia, New Zealand and the United Kingdom to effectively manage their people, process and pay. ELMO solutions span the entire employee lifecycle from 'hire to retire'. They can be used together or stand-alone, and are configurable according to an organisation's unique processes and workflows. Automate and streamline your operations to reduce costs, increase efficiency and bolster productivity.

For further information:

[Contact us](#)

